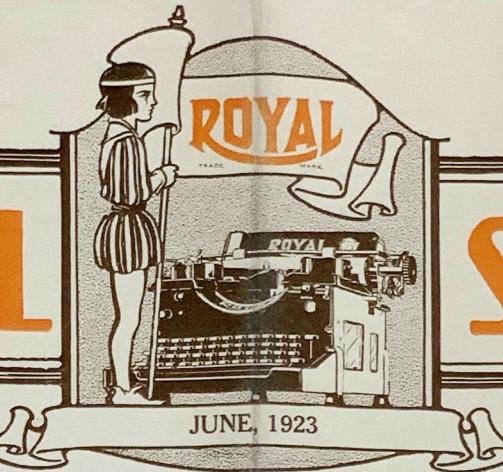


The ROYAL

VOLUME EIGHT

JUNE 1923

ROYAL



STANDARD

NUMBER SIX

KEEP UP YOUR SALES RECORD

1923 One of the Best So Far— Each Month Must Carry Its Part of Burden

So far this year, 1923 has proved to be a record maker for the Royal. Everybody knows what happened the first quarter. When January closed with a record breaking sales report the organization had hardly made a start, as was evidenced by the wonderful returns in February. March followed with a volume that made all past records fade out of the picture. The first quarter of the year set a new pace for sales production not only with this company, but in the industry. It is doubtful if ever before such records were made by a typewriter organization as were recorded the first quarter of this year.

The big sales piled up were the accumulation of the individual efforts of the men in the field and these individual records showed what can be done when a bunch of men set out to do a job and do it well.

The first quarter has set a pace for the entire year. Factory production for future months must necessarily be based on past requirements. All plans for the future are based on the same premise. Plans have been made and are now in operation for increased production in order to meet the demand that is very evident from what has already been accomplished. This means that the factory is right behind the sales force to keep up with their demands. The sales organization has been calling for more and more machines, making it necessary for the factory to increase production.

In order to make the records that are necessary and which seem more than assured for the year, the sales force must keep up its speed; in fact it will have to add speed or the factory will be in the lead, which of course, no member of the sales department wants to see happen. No man or branch can rest on their laurels. Past performances are merely a gauge of what may be expected in the future. What we did in January, February and March will not help any if the rest of the months do not furnish their full share of business. Our sales have been moving along with a distinct upward curve. A slump here and there has occurred, of course, but the general tendency is toward the top of the chart.

Business Is Better

Do not be content with a sales report this summer that equals last summer. If you are figuring on keeping up with the trend of the times, you will find yourself much disappointed un-

less the summer months this year are away ahead of last year. All business, taken as a unit, shows an increase of better than 15% for May this year over last and the volume of buying with which June started will probably increase that figure for the month we are now in.

Every office must be depended upon to do a considerably larger volume this summer than last. The records of March set the pace. While March volume is hardly to be expected in June and July, yet these months must show a proportionate increase in comparison that will carry through the

annual volume to the point that we must reach in order to keep even with production. Up to this time the sales department had crowded the factory. Now is the time to put in the extra effort to keep distribution even with production.

M.A.D. MEN ARE REAL LEADERS

Sales Manager Visiting Branches Encouraging June Sales—Club Membership Increasing

Sales Manager Lavat is making the rounds of the branches. He knows what is required to put a big 1923 over. He has taken hold of the sales management with characteristic vim and determination. It is up to every salesman and manager to give him the greatest possible support in bringing the sales through with the volume that the company is entitled to. He has set an example for every man who sells Royals by going out after it with all of the speed he possesses.

With business settled down to a point where every business man feels that he knows what to expect, the sale of necessities like typewriters, is really easier than it has been in past periods. It requires the same amount of conscientious hard work to get the results. Every man owes it to himself to see that there is no lack of determination on his part to make a summer record that he can look back to with pride.

M. A. D. Men Leaders

The Machine-A-Day Club members are the backbone of the sales organization. They are the picked troops who must storm the parapets and take the trenches. June will produce many new M. A. D. men to be sure. In many ways it offers unusual opportunities to the younger and newer men. Competition is likely to be less keen in the summer than at other times of the year, which affords an especially advantageous time for these newer men to put in additional effort and carry the banner at the head of the line, receiving their recognition of a beautiful signet ring by July first.

Your record is just what you make it. What it will be at the end of the month depends upon how much real honest effort you put into your work. Typewriters have to be used all year around. It is an especially good time for office managers to make a change of equipment. Many stenographers take their vacations in June and July, with the result that many office managers install new typewriters in order that, with the resumption of business after vacation, the girls may start on new ones.

In calling on your prospects use this argument. It will get many sales. There is no better time in all the year to replace old equipment than during the vacation period. Every girl using an old typewriter would like to return after her vacation to find a new one in front of her and this month offers you the opportunity to materialize that wish for a lot of them.



The contribution to efficient office production that the Royal has made would be hard to estimate. One evidence, however, of its importance is the high esteem in which it is held by all who use it. It has made better typing easier for the stenographer and more economical for the firm that pays her.

ROYAL TYPEWRITER COMPANY, Inc., Royal Typewriter Bldg., 364-366 Broadway, New York

Branches and Agencies the World Over

• ROYAL •

• The Advertisement Above to Appear in the August "Hearst's International" Magazine

Remember, that it is the year's record that counts. A slump of a month may spoil all of the good work of the other eleven. Put in your good strokes now. Make June carry its share. See that your sales record this month is everything that it should be. Vacations for stenographers help sales for you. Hot days discourage your competitor, giving you a chance to get new business. With a big first quarter of the year behind you, you know that the impetus already gained this year will help. Take advantage of that fact and make June the best June we have ever had.

DEMONSTRATE YOUR PRODUCT

Buyers Are Realizing the Worth of the Royal—Demonstrations Build Up Prestige and Sales

By W. B. Stewart, Asst. Sales Mgr.

Since the first of the year I have visited thirty-two branches and have been brought in daily contact with our managers, salesmen, service men as well as competitors, operators, buyers, dealers and second hand men and all those connected directly and indirectly with our industry. One big fact stands out common to all these territories and that is "the decided drift toward the Royal product."

I mean that peculiar prestige—that word of mouth advertising—that good repute—that lessens sales resistance and brings unexpected and unsolicited demands for our product. Advertising men refer to it as "Consumers acceptance"—Typewriter men do not give it a name but refer to the results as "Soft Stuff."

The toughest territory I visited, where, through lack of organization, our results were not up to standard, showed this Royal Drift to a marked degree. I called on the larger concerns not using our product; buyers and operators both admitting little if any knowledge of our product, had the idea in the back of their head that the Royal was the typewriter of the day—that we were making wonderful progress in the sale and distribution of our product as well as in the mechanical betterment of the machine itself.

The accomplished fact is the most important, but an analysis of the factors that have contributed to this happy result is desirable in order that all hands may do their share in increasing the drift to a full flood tide. In my opinion the principal reasons for the 1923 drift are:

First, increased distribution of our product.

Second, increased demonstration and placing of examinations.

Third, the splendid advertising copy appearing in national mediums as well as local papers, where we are properly represented. Last, but not least, and without which all of the above factors would be wasted, is the sheer goodness of the Royal Typewriter.

Sales and demonstrations are in the hands of the Sales Department. While it sometimes seems like fighting windmills to demonstrate when the possibility of a sale seems absolutely missing yet thousands of these seemingly wasted demonstrations have created Royal sentiment on which Royal men are cashing in today. Show me the territory with the most "soft stuff" and I will show you the territory where the hardest work has been done. Demonstrate! Demonstrate! Demonstrate!

GETTING INTO THE TYPEWRITER BUSINESS

Boston Manager Gives Some Good Advice to His Nephew —First Installment Follows

By F. L. Gallup, Manager, Boston Branch

I find that the great thing that kills off many promising salesmen is lack of staying qualities. Salesmanship is something that must be learned by practice and application. It is peculiar that when one decides to become a good penman or pianist, he knows that he must spend a certain amount of time in study and practice, some more than others of course. The more he practices and the harder he applies himself, the sooner he will become proficient, and still he does not look at the selling game in the same way.

Star salesmen work as hard to become big money boys as Kreisler, Babe Ruth, or Mary Baker Eddy ever did and know that Caruso studied hard while a stable boy and that the aforesaid Ruth was a sandlotter the same as the rest. Ruth's wonderful batting ability is a natural aptitude coupled with a perfect understanding

of leverage of a perfect demonstration and can follow this through with real proof that the Royal is a necessity, in any office, in this age of efficiency; together with a firm determination to be a real pace-setter in the Royal Organization.

I cannot lay too much emphasis on the value of a wonderful demonstration. You can break down ninety percent of the resistance at that time and if you can make your talk entertaining as well as instructive, you will find that interruptions and objections are few and far between.

If I cannot prove that the Royal is superior to any of the older makes in every detail, I will gladly give it to the Salvation Army. You can prove this in endless ways without knocking your competitor, as it is common knowledge that the other machines were developed around or before 1900 and that, coming later, we would only need to profit by their experiences to produce a better machine.

Remember Good Points

Such things as the accelerating type-bar, simple tabulating system, rigid carriage, geared single track, accessible and easily changed ribbon spools, and the elimination of paperfingers, are proof positive.

It is certainly fair to mention the fact that the older machines are in

older machines" and never to them by name, while at the same time inferring that the prospect certainly used his best judgment when he bought his present equipment, and we are only asking him to do so on this occasion.

No man likes to be told that he ever made an error in judgment, therefore you are not condemning his purchase of the other machine. To put over big sales, you are representing the Royal so attractively that he feels that it is buying it rather than you are selling it to him.

Your Manager has doubtless impressed upon you the importance of always having plenty of trial machines out. These can easily be put out without in any way obligating your prospect to buy. Once you have the machine in, I can assure you that a perfect demonstration will create a desire to own it. I know of no article on the market today that sells itself as easily as the Royal.

Executive a Typist

Some men think it is undignified to type anything on a typewriter—even the shortest letter—with the help of a stenographer. There should be more typewriters in use, to be personally operated by a larger number of business men. No man in

GETTING OFF TO A GOOD START

The Sign on the Door Suggests the Sales Talk—Fit Story to Prospect's Needs

By P. H. Billman
Manager Ft. Worth, Texas

The Prospect is the target, and as the manipulator of the rifle, my skill, as a marksman, is attested by the number of bull's-eyes that register. If the target is moving, and it usually is, I have to watch it closely, and my skill depends again upon knowing when to pull the trigger.

I'm on any floor of any office building. Concede that there are twenty offices on the floor, and a glance at the signs on the doors show that there are twelve different kinds of business represented. I know, before twisting a door-knob, that behind those doors are various kinds of men. Some who know; some think and weigh the facts as they see them, and, consequently, reach their own decision, or who might be led to decide. There are others who are going to fight back, who have to be sold; and others who will be glad to swing back in their chairs, and between puffs, go into a discussion in a good natured kind of way. I know that in those offices, there are men who are different, and the same sales talk will not fit in well with them all.

Knows His Business

As a typewriter man, calling upon all kinds of business, large and small, it is my business to know the other fellow's business, and to know their business and to show them that I know right off the reel, will give me a wedge to get in and to talk with them on their own ground—hence, a different sales talk for each business and everyone in its place.

If I can get the ~~boss~~ to let my sample machine decorate his desk for a few minutes, I've started; and if he will clear the desk for the machine himself, I'm off; and then if he will furnish his forms as I call for them, or have his stenographer get them, I have a better chance of winning.

The first door carries the word "Law," and the attorney behind it appreciates your knowing that his shelves are complete. It is perfect press-work, legal envelopes, briefs; and they would look better, perhaps, if they were written over Medium Roman Type.

The next door blazes with "Insurance"—A carriage wide enough for any form, accessibility, the margin, release, erasures without rolling up, the paper fingers for card work.

The next is a Multigraph Shop! It's a perfect match!

"Oil" runs over the next door: It's a clean-cut letter, a machine that carries any size sheet of paper, wrappers, cards, envelopes, without clip adjustments, the machine looks good. More efficiency and a lower overhead.

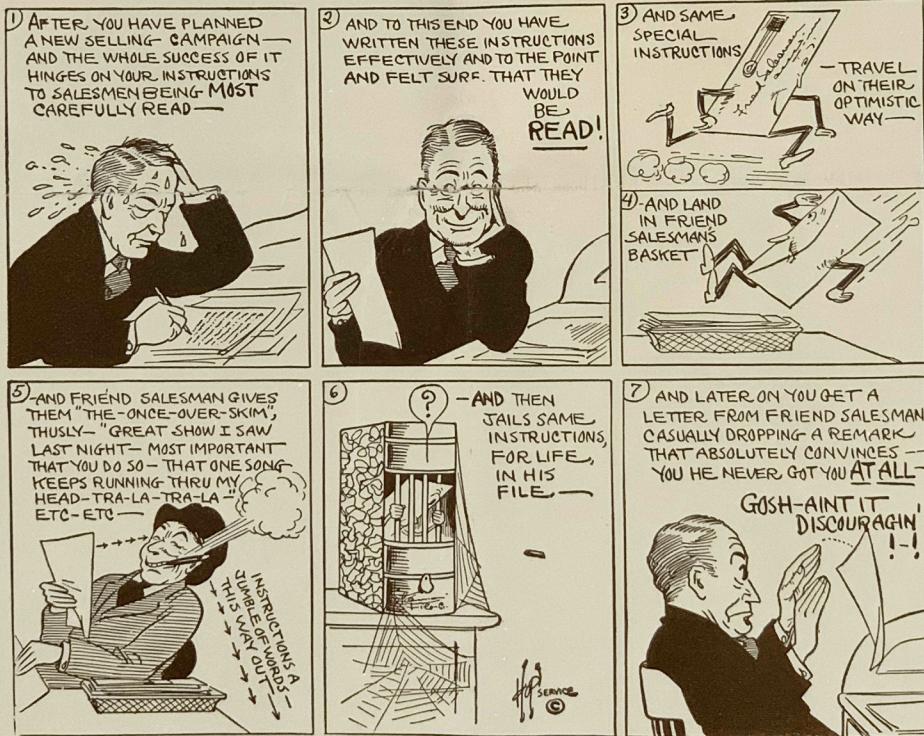
"Brokers!" It writes a better letter than any other will write and it will write it quicker. Noise reduction on the Quiet Model—a noise which hardly exceeds the grinding of the Dictaphone!

Suggestions Help

Down on the street: The Number Ten Standard carries the Bank's Ledger Sheets; the Druggist can write instructions on any size label, and the ROYAL writes more carbon copies for the Wholesale House and the Railroad Office, and stands up under the excessive pounding and rigid tests, because of its being built close to gage, and because all working parts are protected from dust accumulation.

Yes Sir, when I am in Rome I try

GOSH, AIN'T IT DISCOURAGIN'!



of leverage and the development of a perfect follow through; together with a firm resolve to get everything possible out of baseball. I might also add that he decided on a definite goal, which was the top, rather than thinking "I will get as far as I can."

Start With a Purpose

We have men who start out on the first morning of each month with a firm determination to sell a certain number of machines during the month and we have others who start out with a firm determination to sell "as many as possible" during the month. It is needless to tell you which ones sell the most each month and every month.

A good salesman is a man naturally gifted with faith in himself and his work, who perfectly understands the

all important mechanical details identical with their earlier models developed around twenty or more years ago, and that if the Royal is not a wonderful improvement, then the Typewriter is about the only piece of mechanism not vastly improved during the last twenty years. Witness the automobile, the pencil, the telephone, the dynamo, yea, even the humble electric light bulb as well as the railway locomotive.

Aggressiveness Counts

As you know, boxers must be aggressive to a high degree, but in so being they must keep their heads. A good salesman must be aggressive, intelligent and intensive and never so far forget himself that he will resort to unfair methods, such as petty knocking. We always refer to "the

business should admit of inability to type a letter properly.

Along this line, is a quotation from A. C. Bedford, chairman of the board of directors, Standard Oil Company of New Jersey:

"There was an important meeting in my office one afternoon and, as often happens, we forgot the time. When we reached an agreement and were ready to draw it up, it was long after closing hour. There were no stenographers left in the building.

"We dictated the plan to a vice-president who took it down in shorthand and then sat down before a machine in the room and typed it. Nobody present saw anything incongruous in the fact of a middle-aged executive doing work of a typist, and he did it well."

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to do as Rome does. When I see the "sign" I know what I'm going to pull when I get behind it; and if I can show the prospect that the ROYAL is the machine for his business, if I can tell him what his work consists of, and call for his forms, I'll overcome his opposition before he has time to look me over. It is easier, then, to get his interest, and then I drive for the desire, and when it comes, if he is not ready to buy, I make an attempt to drive home at least one point, and then I make him promise to give us a chance when he is ready; and I'm getting results, for the majority of my sales are being made without examinations.

Am I right, in maintaining that if a man can say one thing that will make him remembered, or talk one point that will cause the machine to be remembered, that his missionary work will produce more results than if he had popped off and tried to make several points?

A Quota Enthusiast

There's Quota in my grape-fruit,
Quota in the air;
There's Quota in my cereal,
Quota everywhere.
I find it in my beefsteak,
Find it in the bread;
I find it in the finger-bowl,
Find it in the spread.

There's Quota at the station,
Quota in the train;
The fellows at the office say
I've Quota on the brain.
There's Quota in the telephone,
Quota in the mail;
Quota in the order-blanks,
Quota in the kale.

There's Quota in the door-bell,
Quota in the mat;
Quota in the greeting,
Quota in the flat.
There's Quota in the dining room—
Around the room it struts:
Quota served with every course,
From Rockaways to nuts.

There's Quota in the mattress,
Quota in the springs;
Quota in my night-cap,
And all the other things.
There's Quota in the pillow-shams,
Quota on the wall;
Quota in my Grand-dad's clock,
A-ticking in the hall.

When in my dreams I see a "Q,"
A mile in height, or higher—
A "u," an "o," a "ta," too,
Of scintillating fire:
It's Quota, Quota, everywhere,
Awake, or in my slumber:
I'll make that Quota or admit
I am an ancient number.
—Sprite.

MAKE DEMONSTRATION SELL THE GOODS

When You Present Proposition Properly There Is Nothing for Buyer to Do But Sign

By H. P. Sutton, Chicago Office



In my younger days I was a great believer in scientific salesmanship. I was a great believer and follower of Sheldon, Kenyon, Morris and Cook, but now I don't think anything is so important as hard work, common sense and lots of demonstrations.

Now, competitive demonstrations in the demonstration of a typewriter can be made scientifically, but confusing. As an illustration, suppose you made a competitive demonstration to the ordinary layman of a Royal, an Underwood, Remington, Oliver or L. C. Smith. The wide carriage of the Royal might appeal to him, and also the clear vision; on the Oliver, the U-shaped bar might appeal to him; on the Underwood the name; and on the L. C. Smith the rigid carriage. The result is that after he is through his mind is just as confused as when the demonstration began.

I believe that it is not a scientific demonstration that counts, but a common sense one, to properly develop and place the prospective purchaser's mind in a receptive condition, so that he can determine definitely in his mind just what he wants. Nine out of ten do not know what they want. That is true of everything in life. You can go out to buy a gray suit and come home with a blue serge. Your wife can go out and shop for a fur-collared suit and she will come home with a silk dress.

If you were a buyer going to buy a typewriter I would say to you that there are four things you would want—Accuracy, Speed, Neatness and Durability. Accuracy comes first. Without accuracy neatness is impossible. Next comes speed.

The only way we, as manufacturers of the writing machine, can help those three operative requirements is by placing the attachments in as convenient places as possible, and, by the use of leverage make them as easy of operation as possible. Next is Durability. Durability can be divided into three principal parts—principles of construction, material and workmanship. In setting the machine down I try never to demonstrate to the operator alone. I always insist in demonstrating to the boss, or the man who spends money. I try to get him interested.

I never analyze my demonstration, I try to make everything I say count. Everything I speak of I try to drive home and I do not give a technical demonstration. I simply show what the Royal can do and how simply it does it. I think what he wants to know is what can it accomplish rather than how it is accomplished.

The automobile people have done a lot to develop the mechanical knowledge of men all over the country and nearly every man understands everything that is in his motor. This has given him a better and more receptive mind to technicalities than heretofore. I believe that in selling large users, where there is a committee, to interest, then they should be given a technical demonstration.

GOOD SALESMEN ARE BORN—WORKERS

Old Fallacy Exploded—Work, Not Genius, Makes Successful Salesman

By W. P. Priest, Manager Newark Office

WHAT YOU DO IS WHAT YOU THINK

Every Action Is the Direct Result of a Mental Impulse

By Wesley A. Stanger, Manager Sales Promotion Dept.



Back in the days when the motor car was referred to as the "horseless carriage"; when wireless, the aeroplane and submarine were looked upon as fantastic dreams of the inventive mind, it was believed that salesmen who were consistently successful had received more than their share from Nature's storehouse. Occasionally, we voiced the age-old fallacy that "salesmen are born, not made."

Today we know better—know what we should have known then: Born salesmen are born workers. The history of all periods is evidence of this fact, but the proof is nearer. In our own community, and among our own associates in business, the laurel wreath symbolic of success rests on the brow of the man who has the capacity and inclination to work.

In a recent issue of an Eastern publication there appeared an advertisement substantially as follows:

"My mission is to help men succeed. There is a selfish interest back of this desire, since the measure of their success is also the measure of my reward.

"I am not a worker of miracles. I cannot take a careless, indifferent man and make a top-notch salesman. I must have something to work upon. But I have had wide experience. I have analyzed and classified it, evolving simple principles that will make any man a salesman.

"Those who have not been successful in the past should not feel they are failures. It is but evidence that they have not made practical use of their time."

Seeing and Observing Differ

Sherlock Holmes is credited with the statement that there is a difference between seeing and observing. The indifferent reader may see in the above only an ordinary classified advertisement. But the thoughtful will observe therein an answer to the claim that the day of Opportunity has passed. An employer, a representative of Capital, requires the services of earnest, capable, up-standing young men in the conduct of his business. Where are they who would have us believe they seek the open door; why does the employer have to advertise for men to go along with him and share his success?

What are the "simple principles" to which the advertiser refers? They are not disclosed, but the paragraph with which he concludes his message is significant:

"I can promise success to every man who will work."

To summarize, the message is addressed to any man. A finished salesman is not required. Even those who have failed will be accepted. The employer will take them in hand, teach them the business, furnish the capital, direct their efforts, and—promise success. All he requires is an honest day's work.

What this employer offers does not concern us. Taking his advertisement at its face value, he asks little and offers much. So much, in fact, that a similarity invites comparison:

Royal Typewriter salesmen are, in a sense, co-partners in a high-grade retail business. A co-partnership usually means a fifty-fifty invest-

doubled force to overcome the seeming difficulties which swamp the man whose mental state is negative.

Right now at this time of year you will have a better opportunity to see the effects of this power of thought than at any other. You may experience the advantages of right thinking yourself or you may suffer from wrong thinking. You will see the results in others and you can experience them in yourself.

When the weather is hot, the man who suffers most is the man who thinks and talks most about it. Hot weather, vacation periods and a hundred and one things come in at this time of year to take a man's mind off the main channel. If his thinking is right he is prepared to meet and throw off every wrong impulse and carry through with a full measure of success.

Wrong thinking at this time of year causes a man to slight his prospects, to linger a little longer around the breakfast table, skip off a little earlier in the evening, take a little more time at lunch, succumb to the temptations of the ball park, and in the end his sales record suffers.

Baseball, extra hours of sleep, added recreation are all good when governed by a normal mind. Recreation and change are essential to the greatest success, but the successful man is he who does not succumb to the temptation of substituting them for his daily tasks. There is no lull in business except as we make it by thinking. A manager in this organization proved the fallacy of "summer business" by sticking hard on the job and keeping things in line and proved to himself and the men with him that summer can produce as many sales as winter.

The amusing side of wrong thinking in the summer months is, that the man who indulges does not have a very good time and does not have very good business either. The salesman who feels the temptation to let down in the summer and play with his work is riding to a fall. If he will stand out against the temptation and keep up his work he will find that just as many people can be sold in July as in almost any other month. The successful man balances things off. He works when he works and plays when he plays and does more working than he does playing. Remember this, business is just what you make it and there are a lot of fellows who will let down in the summer. When this happens the man who stays put on the job is at a distinct advantage, because of the fact that he does not have as much competition to meet. Just as many typewriters are sold in the summer as are sold in the winter if you only know it and keep up your effort.

ment. That is, the investment of an equal amount by both parties, the resultant profits being shared equally. To what extent is this general plan observed by the "co-partners" in the Royal Organization?

The salesman invests a reasonable portion of his time—nothing more.

What the Company Does
The Company manufactures and delivers prepaid stock in any required volume.

It provides sales-rooms and offices, with every requisite including furniture and fixtures, literature, stationery, telephones, etc.

It employs experts to attend to credits, accounting, collections, repairs and adjustments, correspondence, office detail, and deliveries.

It handles all shop-worn and exchange stock, absorbing losses incident to depreciation and market

fluctuation. Teaches every phase of specialty merchandising through the medium of men whose achievements in the field fit them to instruct and direct others. Assumes the expense of workman's compensation and other forms of insurance, Federal, state and municipal taxes, Government reports, annual depreciation, etc. Contracts for and pays the expense of advertising, national and local.

The remarkable phase of the plan is that the Company neither asks nor expects a dollar of profit from its investment. The entire retail profit goes to the "co-partner"—the salesman. The Company is satisfied with a manufacturing profit, precisely what it would be entitled to if it assumed neither expense nor risk in connection with the retail end of the business. The day of Opportunity has not passed—it has just arrived.

THE WINNING SALESMAN IS THE CHAP WHO ALWAYS KEEPS THE DUST IN INDUSTRY STIRRED UP!



ROYAL FACTORY BOYS' TRAINING SCHOOL

To the thousands of boys who are not able to continue their education be it high school or college, there comes a time when a decision must be made as to their future vocation. It is in the majority of cases almost impossible for them to select what they are best fitted for, as they have a very limited knowledge of their

schools can teach the fundamentals of industry to the boys before they leave school. Whether it be electrical work, printing, carpentry, mechanics or mercantile, the schools can by teaching the boys the fundamentals of each trade, and then by eliminating those trade lessons for which they are not suited, bring to each boy

usually required to work on fast repetitive operations. He does one job over and over again, and very seldom has the opportunity to learn the whole trade as he should. The boy who knows the "how's" and "why's" of a job develops a keen delight in accomplishment, a stronger character, more initiative, reliability, aggress-

iveness, work, polishing, assembling and other lines of typewriter work.

Back of all this, is the idea of Royal supremacy in workmanship and quality in the typewriter world. The foundation for this is being planned years ahead; we are building on what we create, and the materials are of our own making. There can be no



own ability and what industry needs. Many boys of splendid ability, find themselves in misfit jobs, some are forced into jobs because the family needs the extra money, then some through ignorance or poor advice find themselves up against a limited job of no real future in it.

One of the greatest needs in industry today is a system whereby our

an education which helps to fit his own particular needs.

The reader must also bear in mind that industry has undergone many changes in the last few years. In days gone by when factories were small, the boys were taught the whole trade of each particular plant. Today, owing to the tremendous increase in size of plants and output, a boy is

siveness, and a stronger desire for more knowledge of those things which will supplement his present knowledge.

Realizing this, the Royal officials have developed a plan whereby their boys are to be carefully followed with a personal card record, giving his name, age, his education, night school studies, experience, the department he

himself and company.

One boy, capable of being taught and made a skilled artisan, and who due to our faulty system cannot get the opportunity to develop, is a direct loss to the country's possibility in constructive force.

Many of our boys are now being taught toolmaking, mechanical drawing, automatic and hand screw ma-

make-shift methods, such as existed in the past, if we are to hold our place in the sun. We will get from our boys just what we put into them, when they become our skilled workers and so will the quality of the Royal Typewriter be judged. Quality is the result of knowledge and work.

Foremen's Club Meeting
The regular monthly meeting of the Foremen's Club was held at the factory, May 16, 1923, 42 members being present, which was a record attendance, thanks to the efforts of the Boosters' Club.

After a very satisfying repast, Mr. Frank Broderick rendered a solo entitled "Roses of Picardy" which was well received.

The first outing of the summer was

voted on, to be held June 16th at Mr. C. B. Cook's summer home in Bolton.

Mr. J. C. Reynolds gave a short talk on labor problems and how to solve them.

Mr. P. M. Greene spoke on handling help and explained how he succeeds.

Mr. Cook, Vice-President, spoke on keeping up the quality upon which we had built up our tremendous business.

Mr. Dowd, superintendent, gave a real punch to the evening with his optimistic and boosting talk.

The evening was very profitably spent. We should have more of them.

Scrap

Careless means Scrap. Scrap means waste. No one is ever pleased with the large amount or size of his scrap pile, but to be listed among the leaders as the lowest producers of scrap,

is a sure indication of a carefully run department. The leaders for the months of March and April are:

Departments—5, Mr. Jacobson; 30, Mr. Boesch; 2, Mr. Snow; 1, Mr. Berg; 9, Mr. Harrington; 10, Mr. Sherman.

Mr. Snow, Department 2, Screw Machine Department is very proud of the boys who are being taught their trade in his department. Good work, keep it up.

Mr. Froebel, Department 3, threat-

ens to wipe out all shortages in his department if materials are delivered to him as they should be.

With the many miscellaneous operations that he has in his department, Mr. George Grogan must be a wizard to keep production rolling.

We understand that Mr. Camp, Departments 13 and 15, is sure doing some real progressive work on new designs and improvements. Mr. Camp is amply fitted for this work.

To All
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EMPLOYMENT DEPARTMENT

To All Employment Managers

"Have you thought of having an Employment Managers' Club? Would like to start one. It might get us all closer together. What do you think of the idea?"

The above is a quotation from a recent letter received from Mrs. Rudd.

Dear Employment Managers:

We are all members of the Great Royal Family, so why not get together and become acquainted. Come on, one and all!

What a privilege it is to have an opportunity of handling employment work. We are filling a most important position both for the Royal Typewriter Company and for great humanity. Let us all look upon our work in this light. What a great privilege to be in such close touch with human beings. A game of human hearts, isn't it?

You have noticed how each man and woman (I like to call them boys and girls) has his or her problem and how they need to have help in solving it. What an opportunity to lend a helping hand. We may grow a bit tired and impatient with certain applicants sometimes, but let us keep sweet and know that each of these individuals (let us remember to treat each one as an individual) has his life to live and his rightful place to fill and it is our duty, and let me again say privilege, to help the boys and girls find their rightful place. Rightful place is important, and is positively essential to each one's happiness and success and when the rightful place is found, there will be no misfit.

You have noticed how every one likes to be remembered, if you have met them before, and how well they like to have you call them by name and how quickly they feel at home with you and settle down as a member of the Royal Family? To meet people as they come to the employment desk with a warm, friendly greeting is a most important thing toward helping the individual and toward making them like the Royal Typewriter. It will bring out loyalty in them, sure and lasting. What we reflect will return to us.

Human beings are very much alike. We all love kindness and will go where we can find it and will not forget where we found it.

Another important thing is to keep in touch with our applicants. It is a great mistake to lose trace of the ones whose cards are in our file.

It is a great help to call or write the applicant of two and three years standing and in doing this I have found it of material assistance to keep separate files for each year. When I call these people, I inquire how they are getting on and how they like their present position. The result is, they are greatly surprised that we remember them after so long a time, especially those who are working in positions not secured through our department. When people find that we are personally interested in their welfare, they readily respond and are bound to feel a more lively interest in us and in time such a service will weld a lasting friendship, not only to our department but to the Royal Typewriter Company.

Yours for better service,
(Signed) LENORE RUDD,
Employment Manager, Cincinnati
Office.

Personally I favor the idea, and I would like to hear from all our Employment Managers on this subject. How would you like to have one column in the Standard every month for an exchange of ideas? Let us hear from you as soon as possible.

A. M. STONEHOUSE.

Service Plus Demonstrations Equals Results

By Ernestine Hoghton, Kansas City Office

No one realizes the vital importance of the Employment Department more than the manager herself.

While my entire business career has been connected with employment work more or less, the actual management has been in my care but a few months. Therefore, I hardly venture suggesting any new ideas I might have until successful results have been accomplished. Furthermore, practically every important fact has been brought out previously in the different articles written by the leading offices. This work requires good judgment and quick perception. Up to a certain extent one follows a

merited the credit of establishing the big business of this department in the past six years of her service with the Royal Typewriter Company, Inc.; yet this sort of thing adds interest to the game and gives one the proper inspiration to be alert and ever on the job.

By always being pleasant, cheerful, and considerate, one should have no difficulty in getting and holding the type of applicant wanted and winning the loyalty of the girls. You must be ever on the alert, continually watching your girls, giving tests, and keeping forever before them the object in maintaining the department. If the applicant does not secure the position for which she applies, immediately call the firm you are serving and investigate the reason of her failure. Perhaps you are not able to serve them again in regard to that position, but let them at least know that you are interested and wanting to take care of them. Indifference is the quickest way to lose your calls.

As for the business executive he wants service and this department must be prepared to give that instantly. In having your files arranged according to classifications, you are able to meet these requirements. But better than that, a good memory is of great advantage in giving prompt service. Especially in remembering names of both employers and employees.

Service Department Contest for April

Division No. 1

St. Louis in First Place

The St. Louis office is the leader in the first division of the Service Department Contest for the month of April. This branch, through persistent effort came up from fourteenth place in March to the top. Mr. J. Appel, foreman, is at the helm in this office and much praise is due to him and his men for this fine showing.

Philadelphia dropped from first place in March to second for April. Boston came in third.

Mr. A. Steele, foreman of the Philadelphia office and Mr. H. Johnson, foreman of Boston, are to be congratulated.

Below is a list showing the standing of the various offices:

1—St. Louis 3*	13—Louisville 1*
2—Philadelphia, 2*	14—San Francisco, 1*
3—Boston 4*	15—Kansas City, 2*
4—Washington, 4*	16—Baltimore 1*
5—Chicago 4*	17—Detroit 1*
6—Cleveland 4*	18—Dallas 1*
7—New Orleans, 1*	19—Los Angeles, 1*
8—Pittsburgh 1*	20—Atlanta 1*
9—Cincinnati 3*	21—Minneapolis, 1*
10—Indianapolis, 2*	22—New York 1*
11—Portland, Ore. 2*	23—Portland, Ore. 1*
12—Hartford 2*	

Harrisburg dropped from first position in March to third for April.

Mr. V. Anderson, foreman of the Bridgeport office and Mr. J. Horton, foreman of Harrisburg, are to be congratulated.

Below is a list showing the standing of the various offices:

1—Dayton 3*	1—Youngstown 3*
2—Bridgeport 4*	2—Springfield, Mass. 2*
3—Harrisburg 3*	3—Milwaukee 2*
4—Albany 3*	4—Texarkana 3*
5—Portland, Me., 1*	5—Houston 3*
6—Scranton 2*	6—Tulane 3*
7—Seattle 1*	7—Springfield, Ohio 2*
8—Kalamazoo 1*	8—New Haven 2*
9—Wichita Falls 1*	9—Newark 1*
10—Des Moines 1*	10—Akron 1*
11—Rochester 2*	11—Peoria 1*
12—Toledo 1*	12—Worcester 2*
13—Columbus 2*	13—Davenport 2*
14—Allentown 1*	14—Altoona 1*
15—Oakland 1*	15—Omaha 1*
16—Erie 1*	16—Providence 1*
17—Des Moines 1*	17—Reading 1*
18—Rockford 2*	18—Charleston 1*
19—Taunton 1*	19—Grand Rapids 1*
20—Fort Worth 1*	20—Springfield, Ill. 2*
21—Binghamton 1*	21—Johnstown 1*
22—Bangor 1*	22—Richmond 1*
23—Memphis 1*	23—South Bend 1*
24—Providence 1*	24—Jacksonville 1*
25—Reading 1*	25—Rockford 1*
26—Taunton 1*	26—Little Rock 1*
27—Columbus 2*	27—St. Paul 1*
28—Evansville 1*	28—San Antonio 1*
29—Fresno 2*	29—Duluth 1*
30—Waterbury 1*	30—Memphis 1*
31—Syracuse 1*	31—Reading 1*
32—Slough City 1*	32—Charleston 1*
33—Birmingham 2*	33—Grand Rapids 1*

To Increase Nets — Increase Earnings

Play the Game—The World Has No Use for a Quitter

By H. W. De Mott, Salesman
Metropolitan Dept.

"When you work, work! When you play, play!"

"If we rest, we rust," of course, this theory can be carried to extremes. Too much on the go wears out the nerves. We become fogged.

Success is built up by energetic work with periods of wise recreation sprinkled in here and there.

In short, my advice can be summed up into this: You can't play the game by going to sleep at the switch. The hard-hit ball gets past the fielder who isn't on his toes. In football, the fellow who is slow to answer the quarterback's signals finds himself bowled out of the play. In school the scholar who is always going to study "tomorrow," and who never can whip himself up to study today, is the one who whines that the teacher is "down on him."

You have got to play the game, regardless of whether that game is on the diamond, on the gridiron, or in the class room.

Remember the Company's success is your success.

MAINE GIRL WINS ROYAL GOLD MEDAL



Send the following Telegram, subject to the terms on back hereof, which are hereby agreed to.

NEW YORK MAY 31 1923

MISS CORNELIA VARNEY
EDWARD LITTLE HIGH SCHOOL
AUBURN ME

OUR CONGRATULATIONS TO YOU UPON WINNING STATE HIGH SCHOOL CHAMPIONSHIP OF MAINE. YOUR RECORD OF SEVENTY NINE NET WORDS WITH ONLY SEVENTEEN ERRORS IN A CONTEST IS VERY REMARKABLE. IN RECOGNITION OF YOUR ABILITY AS ROYAL OPERATOR WE ARE AWARDING YOU GOLD MEDAL

ROYAL TYPEWRITER COMPANY INC
A M STONEHOUSE MANAGER SCHOOL DEPT



worked out system. Beyond that is where the manager's own personality and initiative comes in.

In the main I imagine our work is very similar in the various offices, however, each city has its peculiar characteristics. Figuratively speaking, there are two whips that drive me: the first, to keep up the splendid standard of this department that the previous managers have established; second, the keen competition of the employment work in Kansas City.

For instance one of our many competitors is Miss Stagg, who has

Aside from the real motive and aim of this office I find my work is very beneficial personally, developing self control, poise and more thorough understanding of human nature, which will prove of great commercial value to me as a business woman in any capacity.

Maintaining a live wire Employment Department with endless pep and a good sales force there is nothing left but results. And by results we mean sales of Royal machines.

ERNESTINE HOGHTON, Mgr., Employment Dept., Kansas City Office

STANDING OF BRANCHES IN DIVISION NO. 2

Dayton in First Place for April

The Dayton office is the leader for the month of April coming up from twenty-second position in March. This is a record of which this office can well be proud and Mr. H. Wisener, foreman, deserves all praise for bringing his branch to this prominent position.

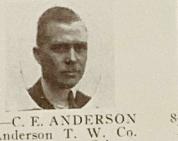
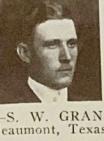
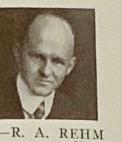
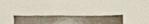
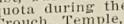
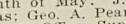
Bridgeport came in second.

THE ROYAL STANDARD

DEALERS' DEPT. SUPPLEMENT

ROYAL DEALERS 100% CLUB

The following are the dealers who have become the original Royal Dealers 100% Club, having taken 100% or more of their quota from January 1st to May 31st inclusive:

1—W. W. PRIOR
Trenton, N. J.2—T. H. PAYNE
Chattanooga, Tenn.7—C. E. ANDERSON
Anderson, T. W. Co.
Pasadena, Cal.8—S. W. GRANT
Beaumont, Texas15—H. S. STORR
Raleigh, N. C.16—POUND &
MOORE CO.
Charlotte, N. C.23—PUEBLO T. W.
T. W. CO.
Pueblo, Colo.24—STANDARD T.
W. CO.
Reading, Pa.3—R. A. REHM
Albuquerque, N. M.4—H. J. ROOF
Tampa, Fla.25—S. K. HARTSOCK
Graham & Wells, Corvallis, Ore.6—H. C. SCHU
MACHER
Glendale, Cal.3—J. E. GAFFANEY
Office Specialty Co.
Fargo, N. D.4—H. J. SMITH
Parkersburg, W. Va.11—N. W. HURRAH
Home Office Supply
Co., Welch, W. Va.12—BRISTOL
T. W. CO.
Bristol, Va.19—H. G. BAN
CROFT
York, Pa.20—L. E. SPIKE
Bucyrus, Ohio22—H. LUX
Logansport, Ind.1—G. L. LARKIN
Utica, N. Y.2—T. N. PRIOR
Trenton, N. J.7—J. E. GAFFANEY
Fargo, N. D.8—JAS. J. FLYNN
Jamestown, N. D.ANDERSON TYPEWRITER CO.
PASADENA, CALIFORNIA

The accompanying photographs show the Pasadena headquarters of

a firm believer in conducting his business on a basis of the high quality standard as is evidenced by the selection of the location that is considered the finest in the City of Pasadena,

tention to attaining perfection as nearly as possible in every detail, including window displays, lighting systems etc. By night an electric sign flashes on and off in such a position

La Rosse, R. W. McPherson, C. T. Anderson and Harold Boenig. Photo upper right is an interior and the photos lower left and lower right are close-ups of window displays. The

Mr. Anderson also operates a store at Long Beach, California, and distributes Royals through a number of sub-dealers in other important cities in that part of the State. He has



the Anderson Typewriter Company, dealers for the Royal in Southern California, exclusive of the city of Los Angeles.

Mr. C. Elmer Anderson (photo top center) the head of this company, is

at the corner of Raymond Avenue and Colorado Street. Not only is the location of the best, but the store presents an efficient up-to-the-minute appearance inside as well as out.

The photos bespeak this careful at-

that it can be seen for many blocks.

The photo upper left shows an exterior of the store. Reading from left to right the people in the photo are: A. F. Hart, Miss Gordon, C. E. Anderson, Alvin E. Anderson, E. E.

photo lower center is of Julian R. Davis, Cashier of the Long Beach National Bank, California. Mr. Davis was the first banking man in Long Beach to standardize on Royals.

promised to send us photographs of the Long Beach store and organization as well as those of all of the dealers in Southern California at an early date.

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Our re terested w writer Fo

IN SPAIN—TRUST MECANOGRAFICO

In 1910, the Royal Typewriter Co. laying the foundation for the splendid foreign organization which it has today, appointed Trust Mecanografico, with headquarters Montera 29, Madrid, to handle the sale of Royal typewriters for all of Spain. So ably did they proceed with the development of their business, and so steadily did it increase in volume that it shortly became necessary for them to open branch offices at various points throughout the country, in order that they could properly handle the sales which were growing daily, and also that they might furnish the necessary service to the many customers who were purchasing our typewriters from them.

As a result of this expansion, Trust Mecanografico now have direct branches in Valencia, Barcelona, Seville, Bilbao, Gibraltar, and in addition have direct dealers in all the important cities throughout the territory.

In order to co-ordinate the efforts of the various units of their organization, our friends have very wisely employed travelers who spend their time visiting the branches and dealers. At such time, they co-operate personally in making sales and also confer with the branch managers and dealers in connection with advertising sales programs for the promotion of sales.

Trust Mecanografico, realizing from long experience the value of typewriting schools in connection with typewriter sales, gives special attention to this part of their business and, as may be seen, from the accompanying photographs, train prospective typists on the Royal typewriter in the schools connected with their branch offices. By doing this, they are not only developing future sales, since typists who have used Royal will prefer it when entering the business field, but in addition are in a position to furnish competently trained Royal typists to their customers for use in their own establishments.

In addition to the strong organization outlined above, our Spanish dealer also carries on a consistent advertising campaign and supplements this advertising with circular letters in which they emphasize the many advantages of the Royal typewriter.

While unfortunately we did not receive a photograph of their headquarters in Madrid which was sent to us, it is our intention to publish the picture of their main office in a forthcoming issue of the Royal Standard.

In photograph No. 1, we have the pleasure of introducing to our readers Mr. Federico Lindsay and Messrs. Santiago & Jose Perez, proprietors of Trust Mecanografico, who are responsible for the present high standing of the Royal typewriter in Spain. In the same photograph, we have the opportunity to introduce also Mr. Fito de Lima Netto, the Royal dealer for Portugal, who is proprietor of the Societe Comercial Luso-Americana, Ltd., and Messrs. Arthur Martins Nogueira and Manoel Soares de Albergaria of Nogueira & Co., who represent us in French and Belgian Congo. Our Foreign Sales Director, Mr. T. T. Malleson, who was in Madrid when this photograph was taken, of course, needs no introduction. Reading from left to right: Mr. Fito de Lima Netto; Mr. Manoel Soares de Albergaria; Mr. Federico Lindsey; (Standing), Mr. Arthur Martins Nogueira; (Seated) Mr. T. T.



Malleson; (Seated) Mr. Santiago Perez; (Standing), Mr. Jose Perez.

Photograph No. 2 shows the exterior of the Barcelona Branch of Trust Mecanografico. Photograph No. 3 presents the staff of this office with the exception of the four travelers, who were not present. Photograph No. 4 is an interior view of the finely equipped Royal typewriter school attached to this branch.

Photograph No. 5 is a view of the exterior of the Valencia Branch of

Trust Mecanografico, which is very prominently located in that city.

Photograph No. 6 gives us an interior view of the office of Mr. Jose Espinar, Valencia Branch Manager, who is shown seated at his desk surrounded by his staff.

In photograph No. 7, we introduce Mr. Jose Espinar, Valencia Branch manager, who joined the Trust Mecanografico organization as a traveler in 1915 and so quickly demonstrated his ability that in 1918, he was ap-

pointed as manager. Through his untiring efforts, it can rightly be said that the Royal typewriter occupies the most prominent position in the territory under his jurisdiction.

Photograph No. 8 is taken in a room devoted to the instruction of Royal typists in the Valencia office and clearly shows the attractive manner in which they are handling this end of their business.

Photograph No. 9 represents the interior of the work-shop attached to

the Valencia Branch which has been established to take care of the requirements of the buyers of the Royal typewriters in that vicinity.

The strong and complete organization with which the Trust Mecanografico covers their territory makes us confident that the energetic efforts of that company will steadily increase the volume of Royal sales and that they will continue to uphold the prestige of our typewriter in the Spanish markets.

Royals 2,661 Miles Up the Amazon

Our readers, we think, will be interested to know that the Royal Type-writer Foreign Organization is steadily

expanding in even the most remote parts of the world. It may be truly said that Royal typewriters can be purchased anywhere on the face of the globe.

Even in far distant Iquitos, 2,661 miles up the Amazon River, the Royal is represented by a sub-dealer under Grandi & Co., our energetic friends who have their headquarters

at Manaus, 900 miles from the mouth of the same river.

Iquitos, while located in Peru, is cut off from communication with the West Coast of South America by the

towering Andes, and is in the unusual position of communicating with the outside world through a foreign country by means of the Amazon River across the entire width of Brazil.

THE ROYAL M. A. D. CLUB NOW HAS 115 MEMBERS

We have listed the M. A. D. roll below under the offices to which the men belong. The names with the asterisk before them are repeaters for May.

THE NEW M.A.D. MEMBERS FOR MAY



1—MATTHEWS
New York



2—HUMPHREYS
Rochester



3—HEPBURN
Philadelphia

AKRON

L. J. Michel

ATLANTA

*I. W. Mann
W. H. Courtenay, Jr.

BALTIMORE

J. C. O'Keefe
J. A. Durston
E. G. Dodge

BOSTON

E. A. Raphael
F. L. Gallup
I. C. Barlow
F. A. Smith
F. I. Crocker
C. A. Rich
H. E. Burton
R. M. Harvey

BUFFALO

H. H. Nunamaker
C. M. Pillow
R. E. Ward

CHICAGO

*E. J. Goldblatt
H. Nuhn
*P. S. Jones
J. M. Roberts
J. C. LaBorence
E. H. Johnson
A. J. Redding
*R. C. Goldblatt
*H. P. Sutton
F. E. Fleming
*W. B. Larsen

CINCINNATI

G. C. Kinnaman
C. J. Bailey

CLEVELAND

E. F. Hancock
W. C. Rodgers
C. H. Essex
C. C. Koch
W. H. Peate
G. R. Hatcher

COLUMBUS

L. D. Teeters

DALLAS

J. H. Kennedy
P. H. Billman

DAYTON

O. P. Gilmore

1—E. H. Benson
Canton, O.
4—T. N. Prior*
Trenton, N. J.
7—G. L. Larkin
Utica, N. Y.
10—H. C. Schumacher
Glendale, Cal.

DETROIT

R. M. Wagner
D. B. Fisher
R. B. Fuller
W. L. F. Hosford
C. D. Walker

FRESNO

H. H. Tomkinson

GRAND RAPIDS

L. J. Vermeer

HARTFORD

*H. F. Brainerd
J. L. Cook

INDIANAPOLIS

W. F. Teer

KANSAS CITY

P. W. Jones
J. H. Noland

LOS ANGELES

J. M. Agnew
T. M. Duffy
M. F. Brewer
W. C. Boswell

LOUISVILLE

*J. T. Wellman

MILWAUKEE

A. F. Lines

MINNEAPOLIS

E. J. Smith
F. B. Thorne

NEW ORLEANS

W. J. Creger

NEWARK

J. F. Murdock

NEW YORK

*C. W. Knox
*J. J. Freund

NEW YORK

*D. J. Allingham

NEW YORK

H. W. Van Ness

NEW YORK

*G. M. Guest
R. C. Robinson

NEW YORK

T. M. Gleason

NEW YORK

A. C. Wiles

NEW YORK

*C. K. Freund

NEW YORK

*H. W. DeMott

NEW YORK

*W. B. DeRango

NEW YORK

J. Schwartz

NEW YORK

*C. Schnirring

NEW YORK

R. D. Yates

DEALERS

2—J. E. Gaffaney*

Fargo, N. D.

5—H. J. Roof*

Tampa, Fla.

8—R. A. Rehm

Albuquerque, N. M.

11—J. J. Flynn

Jamestown, N. D.

13—W. H. Scott, Macon, Ga.

CANADA

Royal Typewriter Company, Ltd.

1—B. Dempsey, Toronto

4—H. P. Lewis, Ottawa

FOREIGN

Visible Writing Machine Company, Ltd., London

1—Mr. Ebbutt

2—Mr. Jones

3—Mr. Tree

Note: The following dealers did not get their M. A. D. ballots in on time in order to be listed in the April standing: H. J. Smith, Parkersburg, W. Va.; C. E. Anderson, Pasadena, Cal.; I. Vincent, Topeka, Kan.; W. W. Cantor, Bristol, Tenn.

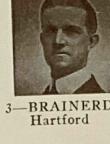
STANDING OF THE BRANCHES END OF MAY, 1923



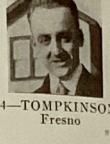
1—SMITH
Los Angeles



2—STARRETT
San Francisco



3—BRAINERD
Hartford



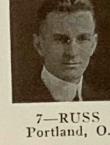
4—TOMKINSON
Fresno



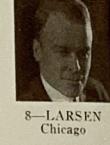
5—RICHARDSON
Rochester



6—ROBINSON
New York



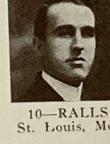
7—RUSS
Portland, O.



8—LARSEN
Chicago



9—SALBACH
Oakland, Cal.



10—RALLS
St. Louis, Mo.

Sales Standing

- | | | |
|------------------|-----------------------|----------------------|
| 1—Los Angeles | 26—Cleveland | 51—Waco |
| 2—San Francisco | 27—Wichita Falls | 52—Cincinnati |
| 3—Hartford | 28—Johnstown | 53—Jacksonville |
| 4—Fresno | 29—Providence | 54—Minneapolis |
| 5—Rochester | 30—Springfield, Mass. | 55—Milwaukee |
| 6—New York | 31—Buffalo | 56—Springfield, Ohio |
| 7—Portland, Ore. | 32—Houston | 57—Albany |
| 8—Chicago | 33—Worcester | 58—Fort Wayne |
| 9—Oakland | 34—Dayton | 59—Allentown |
| 10—St. Louis | 35—Columbus | 60—Davenport |
| 11—Atlanta | 36—Detroit | 61—Des Moines |
| 12—Pittsburgh | 37—Akron | 62—Fort Worth |
| 13—Dallas | 38—Kansas City | 63—Grand Rapids |
| 14—Indianapolis | 39—Birmingham | 64—Peoria |
| 15—Bridgeport | 40—Evansville | 65—Richmond |
| 16—Philadelphia | 41—Charleston | 66—Rockford |
| 17—Boston | 42—Harrisburg | 67—Springfield, Ill. |
| 18—Baltimore | 43—Toledo | 68—San Antonio |
| 19—Louisville | 44—Sioux City | 69—Duluth |
| 20—Bangor | 45—Denver | 70—Memphis |
| 21—Erie | 46—Newark | 71—Little Rock |
| 22—Portland, Me. | 47—Youngstown | 72—New Haven |
| 23—New Orleans | 48—Omaha | 73—Norfolk |
| 24—St. Paul | 49—South Bend | 74—Scranton |
| 25—Washington | 50—Seattle | |

Price of Success

By Percy Johnston, President Chemical National Bank, New York

"So many of us get the wishbone where the backbone ought to be. Any man can attain success if he is willing to pay the price, to burn plenty of midnight oil in study—not merely reading. The man or woman who succeeds, beyond his or her fellow workers, is the man or the woman who is prepared and who meets opportunity more than half way. In daily duties no doubt, many of us ask the question, 'What opportunity have I?' It has been said that opportunity knocks at everyone's door. A wit has added, 'And he is usually away from home.' It would like to substitute for that jest, 'He is usually unprepared.' The greatest opportunities do not come of their own accord or unsolicited, but come as a direct result of one's self-effort."

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